



**FY 2014 PERFORMANCE PLAN**  
**Department of Motor Vehicles**

**MISSION**

The mission of the Department of Motor Vehicles (DMV) is to promote public safety by ensuring the safe operation of motor vehicles.

**SUMMARY OF SERVICES**

The DMV provides service to approximately 500,000 licensed drivers and identification card holders (out of a population of nearly 632,000) and 285,000 registered vehicles at three service centers. We conduct adjudication services and collect ticket payments for more than 2.8 million tickets each year. We also conduct an estimated 190,000 annual vehicle inspections. Combining these services into a customer centered, mission driven organization is the responsibility of the Agency Management Division. Department performance expectations in FY14 are listed by functional division.

**PERFORMANCE PLAN DIVISIONS**

- Adjudication Services
- Vehicle Services
- Driver Services
- Technology Services
- Service Integrity
- Agency Management

**AGENCY WORKLOAD MEASURES**

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD <sup>1</sup>
Number of parking tickets adjudicated	186,905	277,224	216,717
Percent of parking tickets adjudicated	9%	15%	12%
Percent of adjudicated parking tickets dismissed	50%	50%	48%
Number of photo tickets adjudicated	42,104	56,925	94,737
Percent of photo tickets adjudicated	9%	7%	14%
Percent of adjudicated photo tickets dismissed	32%	27%	35%
Number of moving tickets adjudicated	50,116	57,247	40,262
Percent of moving tickets adjudicated	39%	56%	42%
Percent of adjudicated moving tickets dismissed	59%	60%	53%
Number of vehicle inspections	182,064	191,159	189,222
Number of active vehicle registrations	277,583	282,201	286,715
Number of active driver licenses	351,537	362,755	376,436
Number of active ID cards	122,120	128,872	134,143



## *Adjudication Services*

### **SUMMARY OF SERVICES**

Provide ticket processing, noticing, hearing and hearing support services to residents and non-residents, in order to render legally sound decisions on parking, photo and moving violations, and to ensure proper processing of violation and penalty payments for those infractions.

### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

#### **INITIATIVE 1.1: Review bankruptcy requirements.**

DMV receives daily notifications from federal bankruptcy courts of bankruptcy petitions filed listing DMV as a creditor for unpaid tickets. Bankruptcy laws provide that DMV must cease all enforcement and collection efforts while the bankruptcy is pending; however, parking and traffic tickets owed to a municipality are not forgiven upon discharge of the bankruptcy. The petitioner may still be responsible for the tickets after discharge. The treatment of tickets depends on whether the bankruptcy is filed under Chapter 7, 11 or 13. DMV will review the bankruptcy requirements and re-engineer its ticket processing procedures to ensure compliance with any changes to bankruptcy laws and applicable DC traffic laws and regulations. **Completion date: March, 2014.**

#### **INITIATIVE 1.2: Conduct DPW/DMV/DDOT live parking web chat.**

DMV will partner with DPW and DDOT to host a live web chat to answer parking related questions from District residents and visitors. Since parking issues cross over the three agencies, it is beneficial to periodically conduct joint events to address customer concerns. **Completion date: March, 2014.**

#### **INITIATIVE 1.3: Re-engineer the Registration of Out-of-State Automobiles (ROSA) program.**

Currently, overnight out-of-state visitors in residential parking areas may receive tickets for “failure to obtain DC tags” in an effort to ensure new District residents timely title and register their vehicles in the District. The current process for issuing ROSA exemptions to out-of-state residents is not customer-focused. Therefore, DMV will re-engineer the ROSA program with corresponding legislation. The program would streamline the process of obtaining a ROSA by allowing requests to be submitted online. **Completion date: August, 2014.**



### KEY PERFORMANCE INDICATORS – Adjudication Services

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD <sup>2</sup>	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of mail adjudication hearings for parking and moving violations completed within 90 days of request	NA	NA	NA	80%	80%	80%
Percent of mail adjudication hearings for photo violations completed within 150 days of request	NA	NA	NA	75%	75%	75%
Percent of adjudication customers whose wait times are 40 minutes or less <sup>3</sup>	90%	80%	93%	85%	85%	85%
Average adjudication customer wait time in minutes	18	30	15	25	25	25
Percent of customers rating Adjudication Services as satisfactory or better	86%	84%	90%	84%	84%	84%
Percent of appeals decided based on those filed	56%	57%	77%	60%	65%	70%
Percent of hearing decisions reversed on appeal	26%	25%	28%	28%	28%	28%
Percent of adjudication related OUC service requests addressed timely	86%	85%	86%	85%	85%	85%

<sup>2</sup> Data is current as of June 30, 2013.

<sup>3</sup> Wait time based on Q-matic tickets issued at information desk.



## Vehicle Services

### SUMMARY OF SERVICES

Provide certification and inspection services to residents, businesses, and government entities so they may legally park, drive, and sell their vehicles in the District of Columbia.

#### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

##### **INITIATIVE 1.1: Enable vehicle titling/registration by new car dealerships.**

DMV will develop an in-house system that will allow the agency to partner with new car dealerships to create a process for dealers to title and register new vehicles for their customers. This will streamline DMV operations. In FY13, DMV determined that it was less work and a better process to create this system as an in-house system as opposed to issuing a Request for Proposals (RFP) to have a vendor create the system. As a result, the initiative has been amended in FY14 to reflect this change in direction.

**Completion date: June, 2014.**

##### **INITIATIVE 1.2: Online reciprocity renewal.**

DMV will investigate the feasibility of allowing customers to scan and upload the documents required to renew their reciprocity permit online. This initiative will streamline DMV operations and provide customers with alternate renewal options.

**Completion date: August, 2014.**

##### **INITIATIVE 1.3: Create a new District tag design.**

DMV will create a new District tag design in collaboration with law enforcement using industry best practices. Members of the public will vote on their favorite design from the top three designs, as selected by the Administration. **Completion date: September, 2014.**

#### **KEY PERFORMANCE INDICATORS – Vehicle Services**

<b>Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Target</b>	<b>FY2013 YTD<sup>4</sup></b>	<b>FY2014 Projectio</b>	<b>FY2015 Projectio</b>	<b>FY2016 Projecti</b>
Number of vehicle inspections per staff hour	4.12	4	4.17	4	4	4
Percent of customers rating Vehicle Services as satisfactory or better	90%	87%	93%	87%	87%	87%
Percent of vehicle related OUC service requests addressed	96%	87%	86%	90%	90%	90%

<sup>4</sup> Data is current as of June 30, 2013.



Measure	FY2012 Actual	FY2013 Target	FY2013 YTD <sup>4</sup>	FY2014 Projectio	FY2015 Projectio	FY2016 Projecti
timely						

*Driver Services*

**SUMMARY OF SERVICES**

Provide driver certification and identification services to residents to ensure they have the proper credentials to reflect identity, residence, and driving qualifications so they may legally operate their vehicles.

**OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

**INITIATIVE 1.1: Modify the medical referral process.**

DMV will standardize the current medical review process. Specifically, DMV will create a form for use by medical doctors, law enforcement and/or family members to refer customers whom they deem are no longer able to safely operate a motor vehicle. In addition, the DMV will create a brochure to explain options available to those who are no longer eligible to drive due to age or medical reasons. Completion date: February, 2014.

**INITIATIVE 1.2: Implement the issuance of driver licenses and identification cards to undocumented residents.**

This initiative, which requires legislation currently before the DC Council, will allow for the issuance of a driver license, permit or identification card to undocumented residents. This initiative directly relates to the safety of all residents because it ensures those driving on the District’s roadways have been properly tested, for both driving knowledge and driving skills. Completion date: May, 2014.

**INITIATIVE 1.3: Create a Medical Advisory Board.**

DC DMV’s medical review program helps ensure drivers, both commercial and non-commercial, are medically, psychologically and physically capable to safely operate a motor vehicle. DC DMV will strengthen this program by creating a Medical Advisory Board for reviewing best practices in the motor vehicle community. This Board, which may require rulemaking or legislation, will be a professional unit composed of qualified medical personnel to advise DMV on medical criteria and vision standards for licensing drivers. The Board will also assist DMV in reviewing the medical information of select drivers and providing advice and recommendations to the Driver Services Administration. **Completion date: September, 2014.**

**OBJECTIVE 2: Ensure the integrity, security and safety of DMV’s licenses and registration.**

**INITIATIVE 2.1: Create the ability for customers to donate to the organ donor registry.**

DMV will seek to pass legislation that allows customers to donate \$1 or more in support of the DC organ donor registry. Washington Regional Transplant Community (WRTC)



has been federally designated as the organ procurement organization (OPO) for Washington, DC, Northern Virginia and suburban Maryland since 1988. Although DC DMV assisted in the implementation of a registry in 2007, there is not a long-term mechanism to fund it and do educational outreach. **Completion date: September, 2014.**

**INITIATIVE 2.2: Implement The Parent’s Supervised Driving Program.**

DMV will partner with Safe Roads Alliance, a non-profit organization dedicated to improving highway safety by improving driver education, to implement their program geared towards ensuring parents provide supervised driving to their teens. The program will enhance the District’s mandated 40 hour supervision requirement and reinforce safety requirements using a methodical teaching tool for parents and instructional tool for teens. **Completion date: March, 2014.**

**KEY PERFORMANCE INDICATORS – Driver Services**

<b>Measure</b>	<b>FY2012 Actual</b>	<b>FY2013 Target</b>	<b>FY2013 YTD<sup>5</sup></b>	<b>FY2014 Projection</b>	<b>FY2015 Projection</b>	<b>FY2016 Projection</b>
Percent of service center customers whose wait times are 40 minutes or less <sup>6</sup>	68%	75%	72%	75%	75%	75%
Average service center customer wait time in minutes <sup>7</sup>	30	35	30	35	35	35
Percent of customers rating Driver Services as satisfactory or better	81%	85%	84%	85%	85%	85%
Percent of driver related OUC service requests addressed timely	91%	87%	98%	90%	90%	90%

<sup>5</sup> Data is current as of June 30, 2013.

<sup>6</sup> Wait time based on Q-matic ticket issued at information desk. Wait time is expected to increase in FY14-FY15 due to additional federal requirements, increased DC population and the initiative to provide credentials to undocumented residents.

<sup>7</sup> Ibid.



## *Technology Services*

### **SUMMARY OF SERVICES**

Provides integrated and reliable information systems for all DMV services and complies with District-wide technology standards and requirements.

### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

#### **INITIATIVE 1.1: Modify process for road test scoring.**

In FY14, DMV will streamline the testing process with the use of electronic tablets for in-house road test examiners. The results will be tabulated faster, with more accuracy, and will reduce paper use. **Completion date: April, 2014.**

#### **INITIATIVE 1.2: Create a process for customers to queue from home.**

To better serve customers and reduce customer wait times, DMV will pilot a program allowing customers to queue themselves before they enter the service center. Customers would get a time estimate and arrive just in time to be serviced at the processing window. This initiative is dependent upon the District's ability to fund and implement a new queuing system. **Completion date: July, 2014.**

#### **INITIATIVE 1.3: Create a process for license, ID and title/registration appointments.**

To better serve customers and reduce customer wait times, DMV will pilot a program allowing first-time DC driver license, identification card, title and registration applicants to make an appointment for these services. Appointments would be available at service centers during regular business hours. This initiative is dependent upon the District's ability to fund and implement a new queuing system. **Completion date: August, 2014.**

#### **INITIATIVE 1.4: Offer free Wi-Fi in all DMV locations.**

DMV will implement the necessary technology to offer free Wi-Fi connection in all DMV locations. This will allow customers to occupy their time while waiting for DMV services. **Completion date: December, 2013.**



### KEY PERFORMANCE INDICATORS – Technology Services

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD <sup>8</sup>	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percentage usage of online driver/vehicle services use	56%	40%	58%	50%	50%	50%
Percent of registrations renewed online	65%	65%	67%	65%	65%	65%
Percent of licenses renewed online <sup>9</sup>	37%	30%	36%	20%	20%	20%
Percent of ID cards renewed online <sup>10</sup>	11%	8%	10%	8%	8%	8%

<sup>8</sup> Data is current as of June 30, 2013.

<sup>9</sup> Reductions in FY14-15 projections are due to the implementation of federal requirements which will reduce the usage of online services.

<sup>10</sup> Ibid.





*Service Integrity*

**SUMMARY OF SERVICES**

Ensure the security and integrity of all DMV transactions, employees, and products by implementing and auditing procedures to minimize fraud, abuse, corruption, and risk of financial loss related to the execution of departmental functions.

**OBJECTIVE 1: Ensure the integrity, security and safety of DMV’s licenses and registration.**

**INITIATIVE 1.1: Provide black lights to detect fraud.**

The agency will provide desktop black lights for employees to check for the presence of security features prior to converting out-of-country driver licenses. Employees will be trained on proper use. Additionally, this will raise employee awareness of altered and/or counterfeit documents that may be presented to them.

**Completion date: November, 2013.**

**PROPOSED KEY PERFORMANCE INDICATORS - Service Integrity**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>11</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Percent of employees completing fraudulent document recognition refresher training	92%	90%	0%	90%	90%	90%
Percent of law enforcement requests processed within 48 business hours	n/a	90%	91%	90%	90%	90%

<sup>11</sup> Data is current as of June 30, 2013..



## *Agency Management*

### **SUMMARY OF SERVICES**

Provide general and administrative support and the required tools to achieve operational and programmatic results. This includes financial operations, customer service, administrative services, legislative affairs, facility management, as well as warehousing and inventory control.

#### **OBJECTIVE 1: Make it easier, faster, and friendlier to do business with DMV.**

##### **INITIATIVE 1.1: Create enhanced FOIA tracking system.**

DMV will create a database for managing and tracking FOIA cases. Due to the numerous requests for FOIA information, DMV's current process does not efficiently track these cases. The database will make it easier for management to catalog and reference information. **Completion date: January, 2014.**

##### **INITIATIVE 1.2: Open a Fourth DMV Service Center.<sup>12</sup>**

In an effort to better serve the citizens of the District, DC DMV will open a fourth service center location in Northwest Washington in Georgetown. This initiative will increase customer satisfaction and will provide additional capacity to process increased DC population and undocumented residents. **Completion date: May, 2014.**

#### **OBJECTIVE 2: Ensure a skilled and diverse workforce for quality customer service.**

##### **INITIATIVE 2.1: Train frontline service center employees on customer service techniques.**

In an effort to better serve the citizens of the District, the DMV will train 90% of frontline service center employees on customer service techniques. In FY13, DMV's customer service training focused on active listening and in FY14 the training will increase customer service by refreshing employees on how to project a positive attitude and de-escalate situations. Enhanced customer service skills will lead to better interactions during the first contact with a customer.

**Completion date: September, 2014.**

#### **OBJECTIVE 3: Ensure the integrity, security and safety of DMV's licenses and registration.**

##### **INITIATIVE 3.1: Obtain a reciprocity agreement with foreign countries.**

In order to reduce waiting times in the testing area, DMV will review the ability to have a reciprocity agreement with foreign countries. The agreement would allow customers with valid foreign licenses to convert to a DC license without having to take and pass the

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<sup>12</sup> This initiative will improve customer satisfactions, thereby, improving grade in [Grade.DC.gov](http://Grade.DC.gov)



knowledge test. This initiative would require legislation in addition to coordination with foreign governments. Completion date: September, 2014.

**INITIATIVE 1.3: Improve air quality along major transportation routes. (Sustainable DC Plan Transportation Action 4.5)**

The District does not currently track the number of clean fuel, low-emission and electric vehicles registered in the city. Without a better understanding of current purchasing choices, driving habits, or supplying clean fuel for more efficient vehicles, it is difficult to plan for future users of these vehicles.

To support the Sustainable DC Plan, DMV will work with the Metropolitan Washington Council of Government and the District Department of Transportation (DDOT) to improve the data collected on vehicle emissions from clean fuel, low emission and electric vehicles. Specifically, DMV will start to supply mileage data from the vehicle inspection station on a monthly basis. **Completion date: September, 2014.**

**KEY PERFORMANCE INDICATORS - Agency Management**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>13</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Percent of customers rating overall DMV service as satisfactory or better	83%	85%	86%	85%	85%	85%
Percent of organ donors through DMV	38%	36%	39%	38%	40%	40%
Percent of correspondence addressed timely	91%	93%	95%	95%	95%	95%

<sup>13</sup> Data is current as of June 30, 2013.